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RECORDS MANAGEMENT DIVISION

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Branch Chiefs

22 November 1954

MEMORANDUM FOR: Staff and Division Training Officers (for distribution)
Training Liaison Officers - DDI, DDA (for distribution)

SUBJECT: Use of Training Evaluation Reports

1. The procedures recommended to all CIA components by the Office of Training for the interpretation and handling of training evaluation reports are based upon the following concepts and principles:

a. Training evaluation reports provide information which can be used together with other evidence in making decisions relating to the individual. Achievement ratings and comments on behavior and personal characteristics observed in training can help provide insight into strengths and weaknesses. The reports should not be used as the sole basis for action, but only in conjunction with other evidence of the individual's abilities.

b. Interpretation of training evaluation reports should be based upon knowledge of the course content, evaluation procedures and other pertinent factors such as the period and conditions of observation specified in the reports.

c. Dissemination of training evaluation reports, like that of all other sensitive documents, should be limited to authorized personnel.

d. Training evaluation should benefit the student by helping him to understand his own strengths and weaknesses. However, portions of the training evaluation report which refer to personal characteristics should be discussed only when the supervisor has observed similar characteristics in the individual's performance.

2. The above principles are the basis for the following procedures recommended for disseminating, using and filing training evaluations reports.

a. All training evaluation reports will be sent to the training or training liaison officer for the appropriate office or staff.

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b. The training or training liaison officer will make these training evaluation reports available through the appropriate line of supervision to the functional supervisor.

c. Training evaluation reports will be transmitted on an "Eyes Only" basis, with authorization to see limited to those who have a need to know for personnel action. Care will be exercised to see that clerical personnel do not see the report. Any copy of the report filed in any personnel folder will be placed in a sealed envelope.

d. For basic and clerical courses and all others in which the evaluation material lends itself to such a division, the training evaluation reports will be divided into:

(1) Part I, report of student's achievement in attaining course goals and any factual comment incident to his performance in the course. Copy of Part I will be placed in the employee's official personnel file.

(2) Part II, personality ratings, subjective comments relating to personality, attitudes, etc., and A & E memoranda. Part II will not be placed in the employee's official personnel file.

e. The section concerning student achievement and factual comment (Part I above) may be shown to and discussed with the individual by the functional supervisor. Where a separate, immediate supervisor is involved, he will be fully informed, either by being present or by being thoroughly briefed by the functional supervisor.

f. Part II of the report will not be shown to the individual. It will be reviewed through appropriate line of supervision, including the functional supervisor, and will be utilized as an aid in directing observation. If and when a supervisor has confirming evidence from his own observation, he may make reference to the fact that the training report also pointed out this behavior. Discussion with the individual, however, should be primarily concerned with the supervisor's own observation.

g. The office concerned is encouraged to confer with A & E concerning controversial evaluations or evaluations requiring further consideration or additional information.

h. Training and training liaison officers have the responsibility of seeing that training evaluations are being interpreted properly. They should follow up on A & E memos and training evaluation reports to insure that supervisors contact A & E in

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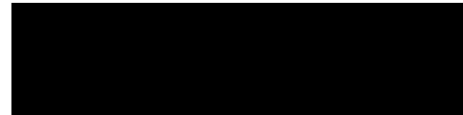
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all instances where this is desirable. The training and training liaison officer should be made aware of all conferences with the A & E Staff concerning evaluations and should attend those conferences where he thinks his presence is necessary.

1. If the individual supervisor has some additional knowledge which assists him in understanding the person's performance in training as reported in the training evaluation report and which he feels should be made available to those persons reading the report in the future, he should bring this to the attention of the A & E Staff. After consultation, he may then prepare a comment or interpretation to be attached to the training evaluation report. Four copies of any such data should be sent to the A & E Staff for the same distribution as given the training evaluation.

3. This memorandum has been fully coordinated with all training committees and training and training liaison officers.

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MATTHEW BAIRD
Director of Training

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